The Recruitment of Nurses

Work Satisfactions and Job Search Strategies

Newspaper Advertising Bureau, Inc.
1180 Avenue of the Americas
New York, New York 10036
212 921-5080

THE RECRUITMENT OF NURSES: WORK SATISFACTIONS AND JOB SEARCH STRATEGIES

This study is one of a series of marketing research reports prepared by the Newspaper Advertising Bureau, Inc. as a service to the newspaper business and its advertisers.

March 1988

Newspaper Advertising Bureau, Inc.

CONTENTS

	Page
LIST OF TABLES	v
I. INTRODUCTION	1
II. HOW THE STUDY WAS DONE	3
III. HIGHLIGHTS	5
A. What Nurses Want in a Job	5
B. Relocation	6
C. Seeking a New Job	8
D. How to Read This Report	10
1. The Precision of the Numbers	10
2. The Meaning of the Numbers	11
IV. DETAILED FINDINGS	13
A. How Many Are Going to Change Jobs?	13
B. Do Those Who Might Change Jobs Have Different Backgrounds than Those Who Won't Change?	15
C. What Do Nurses Want in a Job?	18
1. The Quality of Work Life	19
2. Career Development	22
a. Compensation	22
b. Opportunity to Pursue a Chosen Specialty	23
c. Advancement	24
3. Nurses Versus Administration	27
4. Other Factors	28
D. Relocation	35
1. Willingness to Relocate	35
2. Who Might Relocate?	35
3. What Do They Want If They Are to Relocate?	39
a. Good Prospects	39
b. Warm Prospects	42
c. Cold Prospects	43
4. Rating States for Relocation	50
E. Looking for a Job	53
1. Information Sources	53
a. Ratings of Sources	53
b. Most Frequently Used Source	55
c. Summary	55
2. How Nurses Use Newspaper Employment Ads	59
3. What Nurses Say They Want in Ads	67
4. Blind Ads	70
5. Ad Responses Requested	72
6. Who Interviews the Applicants	75
V. OVERVIEW	77

LIST OF TABLES

Page

1. Nurses' Status in the Job Market.....17
2. Nurses' Ratings of Features Wanted in a Job.....30
3. Nurses' Rankings of Features Wanted in a Job.....32
4. Nurses' Ratings of Features to be Avoided in a Job.....34
5. Nurses' Feelings about Relocating.....37
6. Nurses' Feelings about Relocating (Among those who might Change Jobs).....38
7. Nurses' Likelihood of Relocating.....44
8. Nurses' Likelihood of Relocating, By Demography.....45
9. Nurses' Ratings of Characteristics Important for Relocating.....47
10. Nurses' Ratings of States for Relocation.....51
11. Nurses' Ratings of the Usefulness of Sources of Employment Information.....57
12. Percentage Rating Each Source as "Very Useful".....58
13. Days of the Week Newspaper Read.....62
14. Frequency of Reading Classified.....62
15. Days of Week Classified Ads Read.....63
16. Sections of the Newspaper Read.....64
17. Sections of the Newspaper Usually Looked at for Employment Ads.....65
18. Other Sections of the Newspaper Looked at for Employment Ads.....66
19. Characteristics Wanted in Newspaper Employment Ads.....69
20. Nurses' Likelihood of Responding to a Blind Ad.....71
21. Likelihood of Responding to a Qualified Blind Ad.....73
22. Nurses' Likelihood of Responding to Different Ad Requests..74
23. Nurses' Ratings of Interviewers' Qualifications.....76

I. INTRODUCTION

Periodically, during the 1980s, due to changes in government policy, the decline in popularity of the nursing field and the resulting shortage of qualified candidates, those who employ nurses have found it hard to fill positions. Often, in their recruitment efforts, employers have used newspapers and their display classified pages to mount advertising campaigns.

It is not easy to write effective recruitment ads. Even if it were, improvement would always be possible. Clearly, the process of writing good recruitment ads should begin with information on what nurses most want to know about a potential position.

Initially, to find out what nurses want in their jobs, what they don't want, what incentives would motivate them to relocate and how they go about finding a job, the Newspaper Advertising Bureau commissioned a qualitative study. Blanka Eckstein of Social Science Applications conducted one focus group and 18 in-depth interviews with qualified nurses. Eckstein's NAB report, "Nurses' Attitudes Toward Job-Seeking and Recruitment Advertising" (1984) identified what seemed to be some major issues. These became the subjects of a quantitative study whose results are reported here.

II. HOW THE STUDY WAS DONE

In early fall of 1985, Response Analysis Corporation began field work on this study with a national list of registered nurses. The goal was 200 completed interviews with eligible nurses. We began with telephone screening of randomly selected names from the list. We asked those who were not eligible if they knew any nurses who might be eligible. To be eligible, the registered nurse must have been employed in nursing for at least three years, had to be between the ages of 21 and 55 and must have graduated from a bachelor's degree program, an associate's degree program or a diploma school. These are the nurses most in demand by employers. The eligibles were asked to fill out a questionnaire which would be mailed to them. Three hundred and five nurses initially agreed to cooperate. A second mailing was sent out to those who did not return the first questionnaire within two weeks. A total of two hundred twenty two sent in completed, usable questionnaires.

The specificity of the group to be studied (degree-holding nurses between the ages of 21 and 55 with at least three years nursing experience) precluded exact comparisons between the sample and the nursing profession as a whole. However, with respect to at least one attribute, the proportion not married, our sample parallels the census figure for all women who are ages 25 to 55 -- 21% for our nursing sample, 26% for the census.

Leon Aron, Michael Macht and Stuart Tolley (all of NAB) were jointly responsible for study design, questionnaire construction,* and analysis of the data. Tolley wrote the report. Ann Miksovic of Response Analysis Corporation supervised the field and tabulation work and contributed to the questionnaire design and pretesting. Blanka Eckstein aided in the design of the study and the questionnaire design and commented on the report. Edin Hoffman, of Bernard Hodes Advertising, made many helpful comments about the design and the questionnaire. He and Albert Gollin (of NAB) each edited drafts of the report. For support and help all through the study, thanks are also due Ira Gordon (NAB), ANCAM (Association of Newspaper Classified Advertising Managers) and its task force of Jim Roberts of the Chicago Tribune, Jack Ross of the Philadelphia Inquirer, and Gail Hyland of the Los Angeles Times.

---

*A copy of the questionnaire used in this survey of nurses is available upon request by writing to NAB's Research Department.

III. HIGHLIGHTS

This study confirms the belief that nursing is a profession in flux. Even though about two-thirds say they are at least reasonably satisfied with their jobs, about half are willing to consider another job and about a seventh are fairly sure they will be in a new job of their own choice soon. About two-thirds are unwilling to relocate. Almost all nurses are women. Therefore, in this report, nurses will be referred to as women, even though some men are nurses.

A. What Nurses Want in a Job

There appear to be five main areas of job assessment.

1. There are certain minimum requirements rated as important by nine out of ten nurses:

   acceptable level of patient care

   proper plant/equipment maintenance

   interdisciplinary cooperation

   collegial relationships with doctors.

2. Almost all nurses are concerned about things that influence their daily work lives.

   adequate staffing

   flexible scheduling

   positive staff-patient relationships.

3. About seven out of ten nurses are concerned about key aspects of their careers. The three most important aspects of career development are:

the opportunity to practice their specialty

monetary benefits (direct and indirect)

clinical advancement.

4. When it comes to hospitals and other large health-care institutions, nurses are concerned about their roles vis-a-vis the administration. They want the support of the administration. They also want some influence in the administration of patient care.

5. Except for adequate maintenance, there is relatively little expressed concern with the physical plant of a hospital or other institution and its location. Neither is there much concern with a hospital's nursing care delivery system (primary care vs. team approach) or the presence or absence of teaching programs or house staff instruction.

B. Relocation

Relocation is not popular with nurses. About a fifth (21%) are <u>likely</u> to change jobs in the next year and also <u>might</u> consider relocation. These are the <u>best</u> prospects for relocation. Another

52% are considering changing jobs and some of these might relocate. These are the warm prospects. The remaining 27% are unlikely to change jobs.

Among the best prospects, we found three different subsegments.

Those in the subsegment made up of somewhat less well paid, younger, married nurses are more concerned about their spouses' jobs, comparable and safe housing, and an increase in salary.

More of those in the subsegment of better paid, older nurses are concerned with educational opportunities.

In the third subsegment of younger, unmarried, less well paid nurses, more want safe housing and help in finding such housing, as well as higher salary.

Among the warm prospects (those nurses who might change jobs), those who are married have different concerns than those who are not married. More of the married nurses are concerned about their spouses' jobs, housing and their families. More of the not married, often with children or others at home, are concerned with money (salary, relocation expenses, etc.) as well as housing.

None of the various groups of nurses attach much importance to the recreational features of a new location, including the cultural advantages of cities. However, other things being equal, Colorado, Hawaii and the Northwest are considered somewhat more desirable while New York, Alaska, the deep South, and some less densely populated Plains states are considered less desirable.

C. Seeking a New Job.

Word of mouth and other personal contacts are considered the most promising sources of job leads. Newspaper employment ads are next best and everything else is much farther down the list. On the average, 69% read a daily newspaper and 93% read a Sunday paper. More of those most likely to change jobs read the newspaper classifieds and read them more frequently. They review more newspaper sections in order to seek those ads.

Regardless of job prospect status, most nurses say they want ads to contain information on the job requirements, the specialty, the job title, the shift, the location and the salary.

Blind ads (a box number without the employer's name) are not popular, even with guarantees that all replies will be held in confidence and answered.

It is clear that nurses prefer job interviews conducted by a nurse, preferably the unit supervisor. Least desirable is a non-nurse personnel department interviewer.

D. How to Read This Report

1. The Precision of the Numbers

One of the main purposes of every quantitative sample is to provide population estimates. Only a census gives exact population figures. Therefore the first issue is the precision of the sample percentages.

For the sample as a whole, a percentage around 50% will give a population estimate that is plus or minus 7 percentage points.[1] That is, a sample figure of 42% means that the population figure is between 35% and 49%.

Percentages that are closer to 100% or 0% yield estimates that are a little more precise. For instance, a sample figure of 20% is plus or minus 5 percentage points.

The smaller the subgroup, the less precise is the estimate. For instance, in the best prospects group, estimates for percentages close to 50% are plus or minus 18 percentage points.

---

1. The 95% confidence level is used throughout this report, both for individual percentages and for differences between percentages.

The second problem is estimating differences in the population. Those differences between sample percentages which reflect differences in the population are referred to as statistically significant differences. The only differences reported in this study are those that are statistically significant.

2. The Meaning of the Numbers

Central to this report are inferences about the meanings of the numbers. Ultimately the meaning of the data depends on the respondents' perceptions of questions asked and the answers given. Developing an understanding of these perceptions requires inferences that go beyond the data. Often extended inferences are necessary to understand those attitudes, beliefs and behaviors which are implicit and these inferences are liberally sprinkled through the report.

IV. DETAILED FINDINGS

A. How Many Are Going to Change Jobs?

Three questions were used to estimate job changes:

1. How satisfied are you with your current employer on an overall basis?

Most nurses (62%) say they are satisfied with their jobs. The remainder are either lukewarm or dissatisfied. Even satisfied nurses will not necessarily remain where they are.

2. Are you actually looking for a job with another employer now? (If not: Are you thinking of looking for a job with another employer now?)

A few nurses (8%) reported currently looking for a new job. An additional 21% said they are contemplating seeking a new one. In all, 29% were either looking for a new job or thinking of looking for one.

3. Realistically, how likely is it that you will change employers in the next year or so?

Looking for a new job or not, satisfied or not, 22% of the nurses estimate that they might change jobs in the next year; 32%

don't know whether they will change or not and the remaining 46% think they won't.

The answers to these three questions do not nest together neatly like a Russian Easter egg. Nor should they. These three questions could hardly be expected to account for all the many reasons for job changes. Sometimes nurses are dissatisfied with their positions or are let go. Spouses are transferred, better opportunities come along, and unpredictable events can affect career decisions.

The group most likely to remain with their employers would be those who both estimate that they won't change jobs in the next year and also are not even thinking of looking for a new job. 43% fit this description. The remaining 57% are actively looking, thinking of looking, or think they might change jobs in the next year.

This 57% can be subdivided into: (1) active job seekers confident they will find new jobs in the next year (14% of the sample); (2) those contemplating a job search who feel they might change in the next year (18% of the sample); and (3) nurses not contemplating a job search who, nevertheless, expect a possible job change in the next year (25% of the sample).

The fact that 57% of the nurses anticipate a possible job change in the next year suggests that most health care employers have

morale and personnel problems with their nurses. Regardless of the cause, the basic fact is that over half the nurses anticipate a possible job change in the next year, and that means trouble for health care providers.

By the same token, that means there are many nurses available and amenable to recruitment solicitation.

However, the fact that nurses are receptive to better jobs does not mean they are eager to relocate. Of those anticipating possible job changes in the next year, 63% say they would reject job opportunities that require relocation. Only the remaining 37% might consider relocation. Employers who seek nurses willing to relocate have only 21% of all nurses (37% of the 57% who anticipate job changes) from which to recruit.

B. Do Those Who Might Change Jobs Have Different Backgrounds than Those Who Won't Change?

Compared to all other nurses, how different are the backgrounds of nurses who either seek new jobs or are likely to take new jobs? They are not very different. One might expect job-seeking nurses to be younger, have lower salaries or less education. With one exception, none of the differences from group to group is large enough so that we could be confident that it would be true in the

population. The exception is that the 14% who are job seekers are less well educated than the others.

Why is there only one "real" difference? Perhaps this reflects prevailing job dissatisfaction in the field of nursing. There is dissatisfaction among old and young, the well paid and less well paid, established nurses and nurses new to the profession.

TABLE 1

Nurses' Status in the Job Market by Likelihood of Changing Jobs

	Likelihood of Changing Jobs			
	Most Likely	May be Looking/ Might Change	Not Thinking but Might Change	Unlikely to Chang
Total (222 = 100%)[1]	14%	18%	25%	43%
Age				
Less than 25	3%	0%	0%	2%
25-34	27	30	36	29
35-45	57	35	45	38
46-50	10	30	10	16
51 or Over	3	5	9	15
	100%	100%	100%	100%
Sex				
Men	3	5	2	5
Women	97	95	98	95
	100%	100%	100%	100%
Marital Status				
Married	87	70	80	80
Not Married (Single/ Divorced/Widowed/Separated	13	27	20	20
DK/NA	0	3	0	0
	100%	100%	100%	100%
Income				
$30,000 +	4	15	13	14
$20,000-29,999	43	40	38	42
Less than $20,000	53	43	45	42
DK/NA	0	2	4	2
	100%	100%	100%	100%
Education				
Grad Work/Diploma School	57	55	50	57
College Graduate	13	32	29	30
Some College/Associate Degree	30	13	21	13
	100%	100%	100%	100%
Base:	(30)	(40)	(56)	(96)

1. For this row only, percentages total 100%.

Question: Are you actually looking/thinking of looking for a job with another employer now

Question: Realistically, how likely is it that you will change employers in the next year or so?

C. What Do Nurses Want in a Job?

The first concern, for most nurses, is with the quality of their work life. Their second concern is career advancement (including compensation) and the third is their relationships with staff and administration. They also require certain basics of any nursing job.

The identification of these concerns came from three questions.

First, we asked the nurses to rate 34 characteristics in terms of importance in what they look for in a job. We used a ten-point scale where 1 was defined as "of no importance whatsoever" and 10 was defined as "absolutely essential". Conceivably, a nurse could rate every item (or none) as absolutely essential.

For that reason, our second question asked them to choose from among the 34 the one item most important, the item second most important and the item they considered third most important.

Our third question asked them to rate each of 18 characteristics in terms of how likely they would be to avoid or reject a potential employer because of the item.

The data are shown in tables 2, 3 and 4 at the end of this section on pages 30 - 34.

1. The Quality of Work Life

Nurses' definitions of desirable positions begin with adequacy of staffing for the tasks that are to be done. Also important are their relationships with patients. For a smaller number of nurses, flexible scheduling is another plus. Of course, the kinds of patients to be dealt with also affect the work life.

The largest number of respondents cited adequate staffing as the most desirable job characteristic. According to the previous study, "Nurses' Attitudes Toward Job Seeking", adequate staffing is a major barometer of the quality of nurses' work life. Adequate staffing obviates "pulling" nurses from one unit to another and fewer rotations to the night shift.

Nine out of ten (90%) nurses rated adequacy of staffing as 8,9 or 10 in importance (10 was defined as "absolutely essential"). Almost half (47%) gave it a 10. 41% considered it to be either the first, second or third most important item. No other item was considered so important by as many nurses.

Similarly, the opposite of adequate staffing, understaffing, comes up high as something to be avoided in looking for a new job.

Also to be avoided (especially by the best prospects) is inflexible scheduling. Without adequate staffing, flexible scheduling is difficult. Therefore, in some circumstances, inflexible scheduling means inadequate staffing. In addition, inflexible scheduling may mean less leeway for how a nurse does her job.

Another aspect of work life quality is the relationship between staff and patients. Good staff-patient relationships are considered important by more of the best prospects for changing jobs than by the other nurses. Almost all nurses would reject a job where patients received cold impersonal care. The facts are that:

> Among those most likely to change jobs (the 14% who are looking for a job and also feel they will change within the next year) 90% rate staff-patient relationships as important (either 8, 9, or 10 on the scale). Among all other nurses, only 69% gave this item a rating that high.
>
> One out of five (20%) of those in the best prospect group rank staff-patient relationships as either first, second or third

in importance. While considerably below the 41% who ranked adequate staffing as first, second or third, 20% is statistically significantly higher than the comparable ranking given 24 other items by this group. In all, 33 items were asked about.

93% of those most likely to change jobs and marginally higher proportions of the other groups indicated they would be likely to avoid or reject any position where they felt there was cold impersonal care for the patients.

The inference here is that nurses prize warm, supportive, yet professional relationships with patients. Such relationships probably make the nurse's work life more pleasant and help her do what she came to the profession to do: help sick people get better.

Another variable influencing work life is the type of patient population served. Some institutions have more than their share of welfare cases, for instance. Since many nurses are likely to be reluctant to admit that they would prefer not to deal with certain patient populations, the data may underrepresent the truth. The fact is that 20% indicated that the patient population is important enough for them to give it an 8, 9 or 10.

2. Career Development

Three professional career development issues identified by this study are: compensation; opportunity to pursue a chosen specialty; and advancement.

a. Compensation

Five items were used to measure the place of money in nurses' minds. From the list of items rated in terms of importance, two clearly central items are: starting salary and differentials; and salary increases based on performance. A third from the list -- formal performance evaluation procedures -- would play a part in those cases when salary increases are based on performance evaluations. The other two items are based on their importance in rejecting a position: somewhat lower than competitive salaries; inadequate fringe benefits.

The data confirm the finding in "Nurses' Attitudes Toward Job Seeking and Recruitment Advertising" that money is not the highest rated item; adequacy of staffing is. However, about a third (34%) of the nurses considered starting salary as either the most important, the second, or the third most important item. Only adequacy of staff was considered as important by more nurses. Although 34% is a high

number, in this context, it also means that 66% of the nurses did not consider starting salary either first, second or third most important. About two thirds (65%) of the nurses would be willing to consider a job with a somewhat lower than competitive salary. Similarly, 63% are not likely to avoid a job (that is, might consider a job) with inadequate fringe benefits. It may be that, while money and fringe benefits are important, other satisfactions are even more important. Perhaps money engenders conflict for some nurses. In some cases, nurses may deem concerns for salary and benefits "unprofessional".

On all five items, the differences between those likely to remain in their present positions and those who might find other employment are small enough that they could be considered sampling accidents. The differences are in the expected direction -- those more likely to leave are more concerned; those less likely are less concerned.

b. Opportunity to Pursue a Chosen Specialty

Concern for a chosen speciality may be a close second to money matters. About three quarters (73%) of the nurses rate the opportunity to pursue one's chosen specialty as important but many fewer -- 17% -- consider it to be either first, second, or third most important. About half the nurses (47%) say they would avoid a

potential job with the wrong nursing specialization.

c. Advancement

1. Although advancement may be less central than money or professional specialty, the differences among the three career issues are small.
2. Clinical advancement seems more important than administrative advancement (our qualitative study suggested that clinical advancement includes expanding knowledge and skills, and greater responsibility, while not leaving the "hands-on" or bedside part of nursing).
3. Advancement is important to more of those likely to change jobs than to those likely to remain. The more likely nurses are to change jobs, the more they consider advancement important.

Advancement is defined broadly here, including opportunities for retraining and further education. Of the seven advancement-related items, five show statistically significant or "real" differences between those most likely to change and the other nurses. The correlations and other statistics are simply evidence for the relationship between a desire for advancement and the

willingness to seek another job. Like most Americans, Florence Nightingale sometimes wants to move up in the world and when she does, she looks for another job.

Of those most likely to change, 77% rate the item, clinical advancement opportunities, as 8, 9 or 10 in importance. Of all the others, 55% give this item that rating. This is the only item of the five listed here that does not show the orderly drop in importance ratings across the four groups of nurses that shows a correlation between two variables. Instead, there is a "real" difference between those most likely to change and the other three groups taken together.

For the next four items, there are (low but statistically significant) correlations between importance rating and the likelihood of changing jobs: the more likely nurses are to change jobs, the more of them rate the item as important. The facts follow.

On the item, clinical conferences and seminars, the total of ratings of 8, 9 or 10 go from 63% for those most likely to change jobs to 52% to 50% to 42% for the other three groups.

The same kind of relationship can be seen with respect to the item, opportunity to retrain or change specialty, ranging from 57% of the most likely job changers giving an 8, 9, 10 rating to 42% to 45% and then down to 30% for those most likely to stay where they are.

The figures for the item, administrative advancement opportunities, show the same kind of progression: 53%, 40%, 39% and 30%.

Some nurses report that lack of educational benefits would dissuade them from a job. This is more important to those likely to change jobs than to other nurses. The figures are 47%, 22%, 38% and 24%.

The same relationship is also supported by the data on rankings: of those nurses most likely to change jobs, 30% rank the first four items as either first, second or third in importance. Of all the other nurses, 12% rank these items the same way.

Of all nurses, 60% rated availability of educational programs as an 8, 9 or 10. Only 4% ranked it as either first, second or third most important.

One conspicuous negative job motivator is: lack of advancement opportunities. There is no consistent relationship across the four job change groups. About half (47%) of all nurses want advancement opportunities.

3. Nurses versus Administration

Another issue identified in the earlier qualitative study was the apparent conflict between some nurses and "the administration". These nurses questioned whether the hospital administration provide support for their clinical decisions and their professional principles and "rights". They questioned the influence of their Nursing Department vis-a-vis the hospital. These issues seem to crystallize the conflict and powerlessness many nurses feel within the "system". Many nurses also wanted respect and collegial relationships with physicians.

Eleven of the items referred to one or another aspect of these conflicts. Four of those eleven items are rated highly. Two of the four, integrity of the hospital leadership and administrative support for clinical decisions, are rated as important by 79% and 76%, respectively. A third, nursing department's influence in the administration, is of importance to more of those most likely to

change jobs (77%) than to the others (57%). This difference is statistically significant. A fourth item, uncooperative nurses administration (from the list of items that nurses might avoid when looking for a new job) is also of importance to more of those likely to change jobs than to the others. It would be avoided by 90% of the nurses who are most likely to change jobs but by only 70% of the other nurses.

Interaction with physicians is a constant reminder to nurses of their subordinate role. Lack of respect/not being treated like a colleague is important enough that 49% of the nurses say it would be grounds for refusing a job. The same point is made by the 71% who rate as important the item, colleague-like relationship between physicians and nurses.

Fewer nurses would avoid positions with a rigid administration, or unionization. On the other hand, fewer seek jobs with: administrative decision-making influence, administrative program for nurses recognition, or participation in rounds, practice committees and other interdisciplinary programs.

4. Other factors.

Some of the other items referred to the characteristics of the physical location -- the place itself. Most nurses don't consider

these items important. The items were

accessibility of location;

desirability of location;

uncomfortable commute (to be avoided in a job);

condition of the buildings;

layout of the buildings;

dated equipment (to be avoided in a job);

size of the facility.

type of facility

Neither of the two items used to measure nursing care delivery systems (primary care approach to nursing; team approach to nursing) was rated important by as many as half the nurses. Neither were the two items used to measure nursing care setting (teaching hospital affiliation, small community hospital). Only four in ten nurses (40%) said type of facility was important. Only 7% would avoid a position in a small community hospital; only 27% consider a teaching hospital affiliation important.

TABLE 2

Nurses' Ratings* of Features Wanted in a Job,
by Likelihood of Changing Jobs

	Total	Likelihood of Changing Jobs: Most Likely	May be Looking/ Might Change	Not Thinking but Might Change	Unlikely to Change
Adequacy of staffing	90%	97%	92%	89%	86%
The character of staff-patient relations	72	90	67	64	73
Administrative support for clinical decision-making	76	87	80	68	76
Adequate maintenance of equipment	71	87	70	66	69
Cooperation between medical and technical staff	73	87	65	71	74
Integrity of hospital leadership	79	83	82	75	78
Up-to-date technology	70	80	60	79	66
Opportunity to pursue a chosen specialty	73	80	80	77	67
Colleague-like relationship between physicians and nurses	71	80	65	70	72
Nursing department's influence in the administration	60	77	57	63	53
Salary increases based on performance	73	77	85	71	68
Clinical advancement opportunities	58	77	52	64	51
Starting salary and differentials	74	70	82	75	71
Clinical conferences and seminars	49	63	52	50	42
Accessibility of location	50	63	60	54	41
Administrative decision-making influence	48	60	50	45	46
Availability of educational programs	60	57	55	70	57
Opportunity to retrain and change specialty	40	57	42	45	30
Administrative advancement opportunities	37	53	40	39	30
Desirability of location	45	53	47	55	35
Formal performance evaluation procedures	40	50	47	36	35
Administrative program for nurses' recognition	44	43	35	34	26
Participation in rounds, practice committees, and other interdisciplinary programs	31	43	35	29	27

TABLE 2 (continued)

	Total	Most Likely	May be Looking/ Might Change	Not Thinking but Might Change	Unlikely to Change
Educational assistance programs	40%	43%	40%	43%	38%
Primary care approach to nursing	34	43	28	29	38
Flexibility of scheduling	37	43	32	36	38
Condition of buildings	35	40	32	36	34
Type of facility	40	40	42	39	40
Team approach to nursing	28	33	28	25	28
Teaching hospital affiliation	31	27	35	29	31
Type of patient population served	21	20	30	23	17
Layout of buildings	16	13	22	18	13
Required membership in professional organizations/unions	12	13	13	11	11
Size of a facility	9	7	13	7	8
Base:	(222)	(30)	(40)	(56)	(96)

* Percentage of respondents giving a rating of 8, 9, or 10

Question: Please rate each item in terms of how important it is to you when looking for a new job or when considering a new job.

TABLE 3

Nurses' Rankings* of Features Wanted in a Job, by Likelihood of Changing Jobs

	Total	Likelihood of Changing Jobs: Most Likely	May be Looking/ Might Change	Not Thinking but Might Change	Unlikely to Change
Adequacy of staffing	41%	40%	42%	50%	36%
The character of staff-patient relations	14	20	15	11	14
Administrative support for clinical decision-making	26	23	35	18	27
Adequate maintenance of equipment	4	7	3	0	5
Cooperation between medical and technical staff	4	3	0	5	7
Integrity of hospital leadership	22	27	28	18	21
Up-to-date technology	9	13	8	7	9
Opportunity to pursue a chosen specialty	17	17	15	14	20
Colleague-like relationship between physicians and nurses	18	27	13	18	19
Nursing department's influence in the administration	10	3	13	13	10
Salary increases based on performance	9	10	5	11	9
Clinical advancement opportunities	9	20	5	11	16
Starting salary and differentials	34	33	35	43	28
Clinical conferences and seminars	2	7	3	0	5
Accessibility of location	4	0	8	5	2
Administrative decision-making influence	2	0	3	2	4
Availability of educational programs	4	0	8	2	4
Opportunity to retrain and change specialty	2	3	3	4	1
Administrative advancement opportunities	2	0	3	2	2
Desirability of location	4	3	5	4	3
Formal performance evaluation procedures	0	0	3	0	0
Administrative program for nurses' recognition	0	0	0	0	1
Participation in rounds, practice committees, and other interdisciplinary programs	2	3	3	2	2

TABLE 3 (continued)

	Total	Most Likely	May be Looking/ Might Change	Not Thinking but Might Change	Unlikely to Change
Educational assistance programs	3%	0%	3%	7%	2%
Primary care approach to nursing	9	10	3	7	10
Flexibility of scheduling	23	27	13	30	22
Condition of buildings	0	0	0	2	0
Type of facility	9	3	10	9	9
Team approach to nursing	2	0	3	0	4
Teaching hospital affiliation	4	0	3	2	7
Type of patient population served	1	3	0	2	1
Layout of buildings	0	0	3	0	0
Required membership in professional organizations/unions	0	0	0	0	0
Size of a facility	1	0	0	2	1
Base:	(222)	(30)	(40)	(56)	(96)

* Percentage of respondents giving a rank of first, second, or third

Question: Select the three items that are most important, ranking them in order of importance.

Note: The sequence of items is the same as in Table 2.

TABLE 4

Nurses' Ratings* of Features to be Avoided in a Job
by Likelihood of Changing Jobs

	Total	Likelihood of Changing Jobs: Most Likely	May be Looking/ Might Change	Not Thinking but Might Change	Unlikely to Change
Poor medical practices	97%	93%	95%	100%	98%
Cold, impersonal care	92	93	85	93	94
Uncooperative nurses administration	73	90	65	70	72
Inflexible scheduling	64	80	50	64	66
Relocation necessary	63	73	57	63	64
Lack of respect/not being treated as colleague	49	63	38	46	52
Understaffing	67	63	75	64	63
Lack of advancement opportunities	47	60	38	64	56
Rigid administration	41	53	38	34	44
Uncomfortable commute	38	47	42	34	36
Wrong nursing specialization	47	47	50	41	49
Lack of educational benefits	30	47	22	38	24
Dated equipment	37	43	32	36	38
Inadequate fringe benefits	37	37	47	43	29
Unionization	31	33	28	25	34
Somewhat lower than competitive salary	35	33	40	34	34
Interviewer made a poor impression	30	30	35	21	32
Small community hospital	7	0	10	11	5
Base:	(222)	(30)	(40)	(56)	(96)

*Percentage giving a rating of 8, 9, and 10

Question: Please rate each of the factors listed below in terms of how likely you would be to reject potential employment because of that factor.

D. RELOCATION

1. Willingness to Relocate

Most nurses do not want to relocate. On the scale of 1 to 10 where 10 means "would always reject the job" and 1 stands for "would never reject the job", only 5% responded 1, 2 or 3 to relocation. Another 63% gave it an 8, 9 or 10. Four out of ten — 41% — gave it a 10 which means that they would always reject a potential job that required relocation.

2. Who Might Relocate?

The employer eager to convince nurses to relocate might take into account both the personal characteristics of the nurses who might relocate and also the inducements these nurses would consider to be important in relocation. Benefits plans can be packaged to offer these nurses what they want most. Advertising can emphasize those benefits and can be targeted to those particular nurses.

Even though most would rather not relocate, some might consider it. However, as far as advertisers are concerned, the important question is not the proportion of all nurses who say they might consider relocation but rather the proportion of potential job changers who are willing to relocate. (The broadest definition of potential job changers would include all nurses except those who both think they will not change jobs and are not even thinking of looking.) In fact, 37% of potential job change nurses do not reject relocation, that is, do not rate it 8, 9, or 10. That represents 21% of all nurses in the survey. What are those nurses like?

Among those nurses who are potential job changers -- might change jobs -- those who would consider relocation tend to have higher incomes than those who would not consider relocation. For instance, among those who might change jobs and also would consider relocation, 24% have incomes over $30,000 while among those who might change jobs but would not consider relocation, only 4% have incomes over $30,000.

Why should more of those with higher personal income be willing to consider relocation? The data do not provide a simple answer to that question but one hypothesis is that those who are willing to take steps to get better jobs finally end up, over time, making more money. Considering relocation is one such step.

TABLE 5

Nurses' Feelings about Relocating

		Might Consider Relocation[1]	Would not Consider Relocation
Total	(222 = 100%)*	37%	63%
Sex			
Male		8%	1%
Female		92	99
		100%	100%
Age			
Less than 24		3	1
25-34		34	29
35-45		35	45
46-50		20	13
51 or older		8	12
		100%	100%
Marital Status			
Married		69	85
Not married (Single/ Wid/Sep/Div)		31	14
DK/NA		0	1
		100%	100%
Salary			
$30,000 +		25	5
$20,000-29,999		47	37
Less than $20,000		28	54
DK/NA		0	4
		100%	100%
Education			
Grad Work/Diploma School		59	53
College Graduate		23	30
Some College/Associate Degree		18	17
		100%	100%
Base:		(81)	(141)

* For this row only, percentages total 100%

Question: "...how likely would you be to reject potential employment because of that factor (i.e., relocation necessary)"

1. Percentage giving a rating of 1 to 7

2. Percentage giving a rating of 8, 9, or 10

TABLE 6

Nurses' Feelings about Relocating

Among Those Who Might Change Jobs

		Might Change Jobs	
		Might Consider Relocation[1]	Would Not Consider Relocation[2]
Total	(126 = 100%)*	37%	63%
Sex			
Male		7	1
Female		93	99
		100%	100%
Age			
Less than 24		2	0
25-34		37	29
35-45		35	50
46-50		22	13
51 or older		4	8
		100%	100%
Marital Status			
Married		72	83
Not married (Single/Wid/Sep/Div)		28	16
DK/NA		0	1
		100%	100%
Salary			
$30,000 +		24	4
$20,000-29,999		50	34
Less than $20,000		26	58
DK/NA		0	4
		100%	100%
Education			
Grad Work/Diploma School		56	55
College Graduate		26	30
Some College/Associate Degree		18	15
		100%	100%
Base:		(46)	(80)

*For this row only, percentages total 100%

Question: "...how likely would you be to reject potential employment because of that factor (i.e., relocation necessary)"

1. Percentage giving a rating of 1 to 7
2. Percentage giving a rating of 8, 9, or 10

Question: Are you actually looking/thinking of looking for a job with another employer now?

Question: Realistically, how likely is it that you will change employers in the next year or so?

3. What Do They Want If They Are to Relocate?

We asked each nurse to rate 24 characteristics that might be important if she were to accept a job that requires relocation. Each characteristic was rated on a scale from 1 (not at all important to accepting a job requiring relocation) to 10 (absolutely essential to accepting a job requiring relocation).

In this part of the analysis the sample is divided, first, into best prospects, warm prospects and cold prospects. Then, in order to generate some hypotheses, these groups are further subdivided. To help the reader avoid the temptation of giving the data more precision than warranted by such small subgroups, we use no exact percentages here. Tables 7, 8 and 9 are on pages 43 through 50.

a. Best Prospects

There are 46 nurses who could be defined as the best prospects: they might change jobs and also would be willing to consider relocation. These 46 represent 21% of all nurses in the sample. This 46 member group of best prospects is split into three subgroups.

All of those in the largest subgroup of these best prospects

are married, are less than 46 years old and have personal incomes from nursing of less than $30,000 a year. However, their household incomes are considerably higher, and they have children at home.

Their first concern about relocation is for their spouse: his attitude toward relocation, and the availability of a good job for him at the new location. Many want the new employer to help find that good job. For many, new housing is almost as important as spousal concerns. The housing into which they would move should be equal to what they leave. Generally that means the cost of the new housing and the mortgage should be about the same as what they now have. A safe neighborhood is important. They would like good schools and clean air. They might even want some help in selling their present homes. They don't want hospital subsidized housing. The assumption is that the new job either would have a higher salary than the present job or else the new employer would pay at least a major part of the cost of relocation or both. Perhaps as insurance, they would like to find a location where there are other potential employers nearby.

Another, smaller subgroup of best prospects is comprised of nurses who are all at least 46 years of age and have salaries from nursing of $30,000 or more. Because some of these nurses are not married, this group's average household income is not as high as is the first group but then fewer of those in the second group have

children or others to support.

Married nurses in this subgroup are also concerned about their spouses' attitudes toward relocation and the availability of suitable jobs for them. Of primary importance to this group, as with the younger (i.e. less than 46) married group, is the promise of a higher salary, and comparable housing. Safety of the residential neighborhood is not rated as important by many and therefore is probably taken for granted. Unlike the younger married good prospects, this group is attracted by the availability of courses at educational institutions.

A third subgroup, also small, is made up of younger unmarried nurses with incomes under $30,000. Their average household income is substantially below that of the younger married group.

Even so, some of them have a child or another person living at home with them. Like the other two subgroups, they want good housing, a safe neighborhood, and a higher salary. Unlike the other two groups, some of them -- perhaps the youngest -- want help in going through the steps of finding new housing. This suggests that, unlike the older, higher income nurses, some of them are not too sure of themselves.

For all three of these subgroups, very few nurses rate as important: ease of getting away to the mountains or lakes; accessibility of recreational/resort areas; recreational facilities,

proximity of stores/shopping centers or proximity of the city/-cultural life of the city into which the nurse might relocate. Few say climate or the age of children is important to the relocation decision. These factors should not be ignored since, if all else were equal, they might be important. But the spouse's attitude and employment, as well as housing and a better salary are of major importance to the best prospects surveyed.

b. Warm Prospects

In addition to the 21% of all nurses who are best prospects, about half (52%) of all nurses say that either they might change jobs (even though they are unlikely to relocate) or they might relocate (even though they are unlikely to change jobs).

The warm prospects who are married have lower annual household incomes than the married good prospects but similar proportions have children at home. That means they have less disposable income.

Like the good prospects, they are concerned about their spouses' attitudes toward relocation and the availability of good jobs for them; good, safe housing and better salaries. More of them than of the married good prospects say their children's attitude toward relocation is important to them. Perhaps for some of them, putting down roots is important.

The warm prospects who are single have lower annual household incomes than either of the two married groups, even though a substantial proportion of them have children or others at home.

This group has perhaps the lowest disposable income per person and therefore, perhaps the lowest average standard of living. Many of them mention, as important for relocation, good, safe housing (and at about the same cost as their present home), higher salaries and financial and logistical help in relocating. Compared to all other nurses, more of them are concerned with the proximity of city/cultural life.

c. Cold Prospects

The remaining 27% of all the nurses say they will not change jobs and, even if they did, they would not relocate. Compared to the rest of the nurses, fewer cold prospects gave a rating of importance to 23 of the 24 characteristics. Even the exception (the availability of courses at educational institutions) was not rated important by many. Obviously, the question was less relevant to these respondents than it was to the other prospects.

In demographics, the cold prospects are quite similar to the married warm prospects.

TABLE 7

Nurses' Likelihood of Relocating by Prospect Status

	Good Prospects Would Change and Relocate	Warm Prospects Would Change or Relocate	Cold Prospec Would not Change or Relocate
Total (222 = 100%)	21%	52%	27%
Age			
Less than 24	2%	1%	2%
25-45	72	75	68
46 or Over	26	23	30
	100%	100%	100%
Marital Status			
Married	72	77	89
Not Married (Single/Wid/Sep/Div)	28	23	11
	100%	100%	100%
No. of Persons in Household			
One	15	8	3
Two-four	61	76	75
Five or more	24	16	22
	100%	100%	100%
No. of Persons Under 18			
None	50	27	25
One-three	44	66	72
Four or more	4	1	3
DK/NA	2	6	2
	100%	100%	100%
Individual Income			
$30,000 +	24	12	5
Less than $30,000	74	84	92
DK/NA	2	4	3
	100%	100%	100%
Family Income			
$30,000 +	76	76	77
Less than $30,000	22	20	20
DK/NA	2	4	3
	100%	100%	100%
Base:	(46)	(116)	(60)

Question: Are you actually looking/thinking about looking for a job with another employer now?

Question: "...how likely would you be to reject potential employment because of that factor (i.e., relocation necessary)"

TABLE 8

Nurses' Likelihood of Relocating, by Demography Within Prospect Status

	Good Prospects Would Change and Relocate			Warm Prospects Would Change or Relocate		Cold Prospects Would not Change or Relocate
	Married Less Than $30,000	Greater Than $30,000	Single Less Than $30,000	Married	Single	All
Total (222 = 100%)*	12%[1]	5%[1]	4%[1]	40%	12%[1]	27%
Age						
Less than 24	4%	0%	0%	1%	4%	2%
25-45	74	45	100	75	74	68
46 or Over	22	55	0	24	22	30
Marital Status						
Married	100	55	0	100	0	89
Not Married (Single/Wid/Sep/Div)	0	45	100	0	100	11
No. of Persons in Household						
One	0	18	63	0	30	2
Two-Four	68	63	37	34	62	78
Five or More	32	18	0	66	4	22
DK/NA	0	0	0	0	4	0
No. of Persons Under 18						
None	33	73	75	22	41	23
One-Three	60	18	25	75	33	72
Four or More	7	0	0	3	0	3
DK/NA	0	9	0	0	26	2

Cont'd.

TABLE 8 (Cont'd.)

	Good Prospects Would Change and Relocate			Warm Prospects Would Change or Relocate		Cold Prospects Would not Change or Relocate
	Married Less Than $30,000	Greater Than $30,000	Single Less Than $30,000	Married	Single	All
Individual Income						
$30,000 +	0%	100%	0%	7%	22%	5%
Less than $30,000	100	0	100	91	70	92%
DK/NA	0	0	0	2	8	3%
Family Income						
$30,000 +	89	100	0	87	40	78
Less than $30,000	11	0	88	12	49	20
DK/NA	0	0	12	1	11	2
Base:	(27)	(11)	(8)	(89)	(27)	(60)

Question: Are you actually looking/thinking about looking for a job with another employer now?

Question: "...how likely would you be to reject potential employment because of that factor (i.e., relocation necessary)"

*

[1] Note small base. Percentages listed only for illustrative purposes.

TABLE 9

Nurses' Ratings of Characteristics Important for Relocating,

by Demography Within Prospect Status

		Likelihood of Relocating					
		Good Prospects			Warm Prospects		Cold Prospects
	Total	Married[1] Less Than $30,000	Married[1] Greater Than $30,000	Single[1] Less Than $30,000	Married	Single[1]	All
Same or better quality of housing	81%	85%	73%	63%	82%	81%	48%
Spouse's attitude toward relocation	79	93	55	13	91	30	54
Job availability for your spouse	76	93	45	13	89	22	52
Substantial salary increase	76	74	73	50	76	85	45
Facility in a good, safe neighborhood	69	78	18	63	71	78	42
Same or lower mortgage rates in new location	69	74	64	38	73	70	40
Same or lower cost of living in a new location	69	70	64	38	72	74	40

Cont'd.

TABLE 9 (Cont'd.)

	Likelihood of Relocating						
		Good Prospects			Warm Prospects		Cold Prospects
	Total	Married Less Than $30,000	Greater Than $30,000	Single Less Than $30,000	Married	Single	All
Relocation assistance, such as paying your moving expenses	68%	74%	64%	38%	69%	81%	37%
Good school for children	64	63	9	25	72	48	45
Difficulty of selling the present house or apartment	64	59	27	25	64	74	44
Children's attitude toward relocation	59	56	0	0	70	44	41
Clear air	58	63	36	38	57	70	35
Many potential employers/availability of alternate employment in the area	55	63	45	25	58	59	31
Help in finding suitable employment for spouse	50	74	36	0	56	19	33
Proximity of city/ cultural life	46	37	45	0	46	70	27
Proximity of stores/ shopping centers	42	44	18	0	49	44	23

Cont'd.

TABLE 9 (Cont'd.)

	Likelihood of Relocating						
		Good Prospects			Warm Prospects		Cold Prospects
	Total	Married Less Than $30,000	Greater Than $30,000	Single Less Than $30,000	Married	Single	All
Age of your children	36%	22%	0	13%	39%	30%	29%
Availability of recreational facilities	34	26	27	25	39	44	17
Help in finding a new house or apartment	31	26	9	50	36	44	12
Ease of getting away to mountains, lakes, etc.	30	30	36	25	31	41	14
Climate	29	26	27	38	30	37	15
Availability of courses at educational institutions	25	48	73	13	26	48	25
Hospital-provided or facility-provided housing or subsidized housing	6	7	0	13	9	7	1
Base:	(222)	(27)	(11)	(8)	(89)	(27)	(60)

Question: Please rate all the features listed below on how important they would be to you in deciding to accept a job offer involving relocation.

[1] Note small base. Percentages listed only for illustrative purposes.

4. Rating States for Relocation

The nurses were asked which states they would prefer to go to and which they would not go to. No state was preferred by as many as 25% of the nurses and only one was rejected by more than 25%. Preferred by the largest proportions and rejected by the smallest proportions are Colorado, Hawaii, North Carolina, Oregon and Washington. California and Florida are preferred by many but rejected by almost as many. On the other hand, Alaska, New York, Alabama, Mississippi, Kansas and North Dakota are states that at least 17% of the nurses said they would avoid and very few nurses said they would prefer.

TABLE 10

Nurses' Ratings of States for Relocation*

	Would Prefer	Would Avoid
Alabama	2%	25%
Alaska	6	41
Arizona	14	7
Arkansas	2	15
California	28	18
Colorado	29	2
Connecticut	10	5
Delaware	2	6
District of Columbia	3	18
Florida	23	20
Georgia	7	14
Hawaii	21	11
Idaho	2	9
Illinois	4	11
Indiana	1	7
Iowa	2	14
Kansas	1	17
Kentucky	3	10
Louisiana	2	16
Maine	10	10
Maryland	4	4
Massachusetts	12	7
Michigan	4	9
Minnesota	5	10
Mississippi	0	20
Missouri	5	6
Montana	3	10
Nebraska	1	10
Nevada	2	9
New Hampshire	6	6
New Jersey	2	13
New Mexico	7	10
New York	5	24
North Carolina	15	4
North Dakota	1	17
Ohio	2	8
Oklahoma	3	12
Oregon	13	5
Pennsylvania	10	5
Rhode Island	3	6
South Carolina	9	5
South Dakota	1	13
Tennessee	6	9
Texas	13	15
Utah	3	8
Vermont	12	6
Virginia	13	3
Virgin Island	8	12
Washington	14	5
West Virginia	2	6
Wisconsin	4	8
Wyoming	5	12
Base:	(222)	(222)

Question: If you were to relocate, please specify which states you would most prefer to/would not go to.

* Percentage who report they would prefer/avoid relocating to.

E. LOOKING FOR A JOB

1. Information Sources

Two questions were used to ascertain nurses' employment information sources. The first question asked the nurses to rate each of 14 sources of information in terms of whether each source was "very useful", "useful", "not very useful", "not at all useful" or "not familiar with this source". Many nurses rated several sources as very useful.

The second question asked the nurses to choose the one source, of the fourteen, other than personal contacts, that they used most often when either looking for a job, contemplating a job change or just monitoring job opportunities.

Tables 11 and 12 are on pages 57 and 58.

a. Ratings of Sources

Of all nurses, 75% considered personal contacts and word of mouth a very useful way to learn about employment opportunities. None of the other 13 sources came close to these two.

Newspaper employment ads dominate the other alternatives. 39% say that newspaper employment ads are very useful. A poor third

best source is the combination of ads in either nursing journals, or nursing and other medical magazines, or both. (Nursing journals were asked about separately from nursing and other medical magazines. Ads in nursing or other medical magazines were mentioned by 16% and ads in nursing journals by 14%. Only 20% say that ads in either these magazines or these journals or both are very useful.)

On Table 11, the first column on the left shows the figures for "very useful" for all the sources of information.

The more likely nurses are to be employment prospects, the more likely they are to rate newspaper employment ads as very useful. Among the best prospects for a new job, 53% say that newspaper employment ads are very useful. Among the next best group, the figure is 45%.[2]

It is also true that the more likely a nurse is to change jobs, the more likely she is to rate ads in nursing or other medical magazines as very useful.

---

2. The rank order correlation of +.15 between likelihood of changing jobs and rating of newspapers as very useful is statistically significant.

However, it is not true that those who are most likely to change jobs are also more likely to rate all sources as very useful. For all the other eleven sources, taken either separately or together, there is no relationship between likelihood of changing jobs and considering the source very useful.

20% of the nurses say that radio and 21% that television commercials are not at all useful. 15% say the same about direct mail employment advertising. The comparable figure for newspapers is only 2%. 42% are not familiar with computerized employment data banks and 21% are not familiar with state employment services.

b. Most Frequently Used Source

When nurses were asked which was the most frequently used source of employment information, excluding personal contacts, 60% indicated newspaper employment ads. Among the two groups of nurses who are the best prospects for a new job, the figure is 70%.

No other source was mentioned by more than 8% of all nurses as can be seen in the far right column of Table 12.

c. Summary

Apart from personal contacts, which far outweigh any other sources, newspaper classified ads are the most important and most

used information source. No other ad source comes even close. The closer a nurse comes to changing jobs, the more useful are newspaper classified ads.

TABLE 11

Nurses' Ratings of the Usefulness of Sources of Employment Information

	Ratings of Usefulness			
	Very Useful	Intermediate Usefulness	Not at All Useful	Not Familiar With Source
Word of mouth/personal contacts/ personal network	75%	25%	0	0
Newspaper employment ads	39	59	2	0
Employee referral programs	17	63	1	17
Ads in nursing or other medical magazines/newspapers	16	75	8	1
Nursing association	15	74	7	4
Ads in nursing journals	14	77	8	0
Employment agencies/registries	14	68	10	8
Job directories and guides	14	69	6	10
Job fairs	12	71	5	11
Open houses	12	73	5	8
Employment advertising through the mail	8	69	15	7
Computerized employment data banks	7	43	6	42
State employment services	5	65	9	21
TV commercials	4	62	21	13
Radio commercials	1	64	20	15

Base: (222)

Some rows do not total 100% because "DK/NA" responses excluded.
Question: Please rate each item below in terms of how useful it is or would be as a source of employment information.

1. Very useful
2. Useful
3. Not very useful
4. Not familiar with source

TABLE 12

Nurses' Rating Each Source of Employment Information as "Very Useful" by Likelihood of Changing Jobs; Percent Using Each Source Most Often

		Likelihood of Changing Jobs				
	Total	Most Likely	May be Looking/ Might Change	Not Thinking/ Might Change	Unlikely to Change	% Using Each Source "Most Often"
Word of mouth/personal contacts/ networks	75%	80%	65%	77%	77%	0%
Newspaper employment ads	39	53	45	39	32	60
Employee referral programs	17	23	20	11	17	1
Ads in nursing or other medical magazine	16	23	22	18	10	8
Nursing association	15	10	10	20	17	1
Ads in nursing journals	14	13	22	14	10	8
Employment agencies/registries	14	13	20	11	13	5
Job directories and guides	14	17	13	18	11	5
Job fairs	12	7	10	13	14	1
Open houses	12	13	8	9	16	3
Employment advertising by mail	8	7	10	7	7	1
Computerized employment data banks	7	10	13	5	5	1
State employment services	5	10	3	5	3	3
TV commercials	4	3	0	4	5	0
Radio commercials	1	3	3	2	0	0
Base:	(222)	(30)	(40)	(56)	(96)	(159)*

*Those nurses who mention word of mouth/personal contact (n=69) as source used most often are excluded from base.

Question: Please rate each item listed below in terms of how useful it is or would be as a source of employment information.

Question: Other than personal contact, what one source of employment information do you/would you use most often when looking for a job, thinking of changing jobs, or when just monitoring job opportunities?

2. How Nurses Use Newspaper Employment Ads

The process begins with reading the paper: almost all nurses read the Sunday paper and three-quarters read them daily. Advertisers considering special recruitment campaigns which would go beyond the classified section can make use of those sections of the paper that nurses usually read. Nurses look at the classified sections often and the best prospects for jobs look more often. Compared to other nurses, the good prospects look at more classified sections. Half of the good prospects look for jobs under the heading they perceive as Nurses RN.

The detailed facts follow. Tables 13 through 18 can be found on pages 62 through 66.

Like most other people, most nurses report reading[3] the paper regularly, every day of the week. Although there is some variation from Mondays to Fridays, about seven out of ten report that they usually read the paper on the average weekday. On Saturdays the

---

3. Because much of the newspaper is scanned, questions asking about newspaper reading are often phrased as "read or looked at", as was done in this study. The same wording was used in this study on two of the questions about employment ads. Although the answers to these questions probably encompass both careful reading and superficial looking, even superficial looking usually includes some reading.

figure drops to 66% and on Sundays it rises to 93%.

The nurses were asked what sections of the newspaper they usually read or look at. Almost all nurses look at the general news (92%). About two out of three nurses report usually looking at or reading each of the following sections: Entertainment, Home, Food, Life-style, Weekend magazine and the classifieds. About half report looking at or reading Business, Fashion, Science, Travel and Careers. Fewer say they read the Sports section.

The differences between good prospects and the other nurses are also illustrated in what they report reading. The good prospects more often report reading either Career or Classified sections; probably because they spend more of their time and effort finding new jobs. However, they are also less likely to report reading the Entertainment section; the Travel section and the Fashion section.

Since people read what they are interested in, the data on what nurses read could also be used for conjectures on the kinds of people they are. Since good prospects are less interested in entertainment, travel and fashion, perhaps they are more down-to--earth people.

49% of the nurses report reading or looking at the classified ads at least once a week; 25% at least several times a week. 82%

usually look at newspaper employment ads on Sundays; 15% to 24% on each of the other days of the week.

As expected, nurses in the job market read or look at classified ads more frequently than those not in the job market. Among the best prospects, 46% look at the classified ads either every day or several times a week. Among all other nurses, the figure is 22%.

To find employment ads, most nurses turn to the classified section. A total of 71% check the careers section either regularly or occasionally. 44% check the business sections.

The best employment prospects seem more diligent in searching for the employment ads. The average good prospect checked 3.3 different sections for employment ads; the average nurse in the group least likely to change jobs checked 2.7 sections.

Within the employment advertising section, the headings under which nurses most often find the ads for nursing jobs are perceived as either Professional, Medical/Dental/Health, Nursing or Nurses RN. 53% of the good prospects look under the heading they perceive as Nurses RN. After that come Medical/Dental/Health (43%) and then Nursing (13%).

TABLE 13

Days of the Week Newspaper Read*
by Likelihood of Changing Jobs

		Likelihood of Changing Jobs			
	Total	Most Likely	May be Looking/ Might Change	Not Thinking/ Might Change	Unlikely t Change
Monday	70%	67%	72%	70%	70%
Tuesday	67	63	67	68	68
Wednesday	72	73	72	75	70
Thursday	70	63	67	70	73
Friday	70	67	65	71	72
Saturday	66	63	65	61	71
Sunday	93	97	97	95	90
Base:	(222)	(30)	(40)	(56)	(96)

* Percentage reading the paper on each day

Question: On what days of the week do you usually read or look at a daily or weekend newspaper?

TABLE 14

Frequency of Reading Classified*
by Likelihood of Changing Jobs

			Likelihood of Changing Jobs					
	Total		Most Likely		May be Looking/ Might Change		Not Thinking/ Might Change	Unlikely t Change
Every day	10%)		23%)	46	13%)	28	9%) 23	6%) 2
Several times a week	15)	49	23)		15)		14)	14)
Once a week	24)		23		32		21	23
Once every couple of weeks	12		10		17		11	11
Once a month	9		7		13		7	9
Once every couple of months or less	29		13		10		38	36
Base:	(222)		(30)		(40)		(56)	(96)

* Percentage who report reading at each frequency

Question: How often do you read or look at the employment ads in the help wanted section of the newspaper?

TABLE 15

Days of Week Classified Ads Read* by Likelihood of Changing Jobs

		Likelihood of Changing Jobs			
	Total	Most Likely	May be Looking/ Might Change	Not Thinking but Might Change	Unlikely to Change
Monday	17%	23%	20%	16%	15%
Tuesday	15	27	20	13	10
Wednesday	24	47	25	23	17
Thursday	17	30	20	16	11
Friday	19	27	17	20	18
Saturday	23	50	13	23	19
Sunday	82	83	95	82	77
Base:	(222)	(30)	(40)	(56)	(96)

* Percentage reading the classified ads on each day

Question: On what days of the week do you usually read or look at a daily or weekend paper?

TABLE 16

Sections of the Newspaper Read*
by Likelihood of Changing Jobs

		Likelihood of Changing Jobs			
	Total	Most Likely	May be Looking/ Might Change	Not Thinking/ Might Change	Unlikely to Change
General News	92%	93%	82%	93%	95%
Local News	90	83	85	95	92
Entertainment	71	57	67	70	77
Lifestyle	69	67	65	75	69
Home	68	67	65	66	71
Weekend Magazine	68	60	75	70	68
Food	66	60	65	66	68
Classified	60	77	65	59	54
Travel	54	43	57	63	50
Fashion	52	37	47	57	55
Science	49	46	50	55	45
Editorial Page	49	43	45	38	59
Careers	48	63	50	43	45
Business	40	40	52	30	41
Other	2	3	0	2	2
Base:	(222)	(30)	(40)	(56)	(96)

*Percentage who report reading each section.

Question: What sections of the newspaper do you usually read or look at?

TABLE 17

Sections of the Newspaper Usually Looked at for Employment Ads* by Likelihood of Changing Jobs

		Likelihood of Changing Jobs			
	Total	Most Likely	May be Looking/ Might Change	Not Thinking/ Might Change	Unlikely to Change
Classified	93%	100%	100%	86%	92%
Careers	48	60	45	41	50
Business	23	20	28	18	25
Local News	8	13	5	11	5
Science	4	13	0	2	3
General News	2	3	0	4	2
Entertainment	2	3	0	2	2
Home	2	3	0	4	2
Sports	0	3	0	0	0
Other	2	3	0	2	3
Base:	(222)	(30)	(40)	(156)	(96)

*Percentage mentioning each section.

Question: Please circle the sections or types of pages you usually look at if and when you are looking for employment ads.

TABLE 18

Other Sections of the Newspaper Looked at for Employment Ads* by Likelihood of Changing Jobs

		Likelihood of Changing Jobs			
	Total	Most Likely	May be Looking/ Might Change	Not Thinking/ Might Change	Unlikely to Change
Careers	23%	17%	17%	29%	25%
Business	21	33	13	23	19
Classified	14	17	20	11	11
Local News	14	23	10	13	15
Science	6	3	0	11	7
Entertainment	2	0	3	2	3
Sports	1	0	0	2	1
Home	1	0	0	4	0
Other	1	0	0	2	1
No others	3	0	3	2	4
Base:	(222)	(30)	(40)	(56)	(96)

*Percentage mentioning each section.

Question: Now, circle only other sections or types of pages you might occasionally look at for employment ads.

3. What Nurses Say They Want in Ads

We asked the nurses to rate the importance of 14 characteristics of newspaper employment ads. The tabulations of their answers are shown in Table 19 on page 68.

Nurses' comments about employment ads correspond well to what they say they want in a job. They focused on the content of the ad. They said they want the ad to tell them what the job is -- the specialty, the qualifications, the shift, the job title, the location and the salary.

Although ad-makers know that responses to ads also depend on the form of the ad -- where it is on the page, the headline, the size of the ad or the graphics used -- it is no surprise that few of the nurses said these characteristics were very important to them.

While there are some differences between the groups of nurses of different employment prospect status, those differences are relatively small and apparently random. Therefore it seems more sensible to talk about all nurses, rather than better and worse employment prospects. In this case it is probably better not to use exact percentages since there are slight variations from group to group. The detailed facts follow.

Four characteristics are of primary importance and mentioned by about the same proportions of nurses across all four prospect groups: nursing specialty, required qualifications and experience, job description, and work shift. Each of these characteristics was mentioned by about seven out of ten nurses. Three other characteristics seem to be second in importance: job location, job title and salary. Each of these was mentioned by five or six out of ten nurses. Three or four out of ten nurses would like to know what type of facility is offering the position and the name of the hospital or employer. The remaining five characteristics were mentioned by only one or two out of every ten nurses: size of ad, headline, position of the ad on the page, graphics/photos/drawings used in the ad and the size of the facility presenting the job.

TABLE 19

Characteristics Wanted in Newspaper Employment Ads*

	Very Important	Intermediate Importance	Not at all Important
Nursing specialty	75%	25%	0%
Required qualifications and experience	73	26	1
Work shift	69	31	0
Job description	68	32	0
Job location	61	38	1
The job title	55	44	1
Salary	53	46	1
Type of facility	40	57	3
The hospital's name or the employer's name	38	59	3
Headline of ad	15	75	10
Hospital/facility size	12	76	12
The size of the ad	11	67	22
Graphics/photos/drawings	8	69	23
The ad's position on the page	7	56	37

* Percentage of nurses who rate each characteristic as either very important, somewhat/not very important, or not at all important. For each characteristic, the base is the total sample (n=222).

Question: How important are the features listed below in attracting your attention to a newspaper employment ad. Please rate each one on whether it is very important, somewhat important, not very important, or not at all important.

4. Blind Ads

The nurses were asked how likely they would be to respond to a "blind" ad (an ad with a box number but not the name of the employer): 32% say that it is not at all likely that they would answer an ad which omits the name. 51% say that it is not very likely. Therefore a total of 83% are not very likely to answer a blind ad. Better employment prospects are only marginally more likely to answer such an ad.

Ad professionals have suggested that the response rate from a blind ad might be improved either by guaranteeing an answer to all who reply to the ad or by guaranteeing that applicants' replies will not be forwarded to whatever employer the applicant indicates. We proposed these two alternatives to those nurses who said they would be not very likely, or not at all likely, to answer a blind ad. 33% of these initial "rejectors" said they would be either somewhat likely or very likely to respond to the ad that guaranteed a response. 25% said the same thing about the ad that guaranteed that their response would not go to whatever facility they listed. Even using the 33% of the rejectors, that accounts for only 27% of all nurses. Subtracting the 27% from the 83% who would be unlikely to respond to a blind ad still leaves 56% of all nurses who would be unlikely to answer the qualified version of the blind ad.

TABLE 20

Nurses' Likelihood of Responding to a Blind Ad

Very likely	3	
Somewhat likely	14	
Not very likely	51)	83
Not at all likely	32)	
	100%	
Base:	(222)	

Question: All other things being equal, how likely would you be to respond to a "blind" ad; that is, an employment ad that does not indicate who the advertiser or employer is?

5. Ad Responses Requested

The advertiser must also consider how the applicants are to respond to the ad: Send a resume? Call? Visit the facility? Request a brochure? Attend an open house? Other alternatives? We asked the nurses how likely they would be to respond to each of eight different requests, all other things being equal. Because this was a rating, the nurse could say that she would respond to all eight or to none or anything in between.

One alternative was clearly preferred to all others: call or visit the facility. 59% said they would be very likely to respond to an ad asking for this action. This result is consistent with their aversion to blind ads. By visiting, they could see the facility.

Four other alternatives were rated as "very likely" to elicit a response by 30% to 40%: call for a free brochure, send a resume, call a job hot-line, and send an application coupon. More of the nurses who were good prospects said they would be very likely to call for a free brochure. There are only marginal differences between good prospects and other nurses for all the other alternatives. Attending an open house was rated as very likely by 19%. 10% said they would be very likely to respond to an invitation to a seminar and 11% said they would be very likely to visit a booth at a job fair.

TABLE 21

Likelihood of Responding to a "Qualified" Blind Ad

	Blind Ad Guarantees a Response[1]		Blind Ad That Guarantees Where Resume Will Not Be Sent[2]	
Very likely	5)	33	5)	24
Somewhat likely	28)		20)	
Not very likely	47		45	
Not at all likely	20		28	
DK/NA	-		2	
	100%		100%	
Base:*	(184)		(184)	

1. Question: All other things being equal, how likely would you be to respond to a "blind" ad that guarantees a response?

2. Question: All other things being equal, how likely would you be to respond to a "blind" ad that guarantees that your resume will not be sent to those hospitals/facilities that you specifically rule out?

* Nurses who report they are not very likely or not at all likely to respond to a blind ad.

TABLE 22

Nurses' Likelihood of Responding to Different Ad* Requests by Likelihood of Changing Jobs

		Likelihood of Changing Jobs			
	Total	Most Likely	May be Looking/ Might Change	Not Looking but Might Change	Unlikely to Change
Call or visit the hospital's/ facility's employment office for more information	59%	60%	55%	63%	59%
Call for free brochure	36	57	28	30	36
Send in a resume	36	50	30	30	39
Mail in an application coupon with ad	31	33	35	30	28
Call a job hotline	27	40	28	21	26
Attend an open house	19	10	22	20	20
Visit a booth at job fair	11	17	10	13	8
Call for invitation to seminar	10	10	8	14	9
Base:	(222)	(30)	(40)	(56)	(96)

* Percentage who say they would respond to each alternative.

Question: If you are looking for employment, with all other things being equal, how likely would you be to respond to an ad asking you to do the following....?

6. Who Interviews the Applicant

In the earlier qualitative study ("Nurses' Attitudes Toward Job Seeking and Recruitment Advertising"), one of the concerns was with who conducts the employment interview. Nurses preferred nurse interviewers. They said that personnel interviewers often didn't know enough to answer their questions. The same attitudes surfaced in this study.

We asked the nurses to rate the qualifications of four different kinds of interviewers: nurse recruiter in the personnel department; nurse recruiter in the nursing department; personnel department employment interviewer and unit nursing supervisor. A five point scale was used, and, as before, the respondent could rate all or none of the interviewers as best qualified.

68% said that the unit nursing supervisor was the best qualified (scale position 5). 48% rated the nurse recruiter in the nursing department as best qualified. Only 5% of the nurses were willing to so rate the nurse recruiter in the personnel department and only 1% the personnel department employment interviewer. There were no major differences in attitudes between those who are good employment prospects and those who are not good employment prospects.

TABLE 23

Nurses' Ratings of Interviewers' Qualifications

	RATING					
	Not Qualified				Best Qualified	
	1	2	3	4	5	DK/NA
Unit Nursing Supervisor	1%	4%	6%	19%	68%	1%
Nurse Recruiter--Nursing Department	1	1	11	39	48	1
Nurse Recruiter--Personnel Department*	9	18	42	24	5	1
Personnel Department Employment Interviewer	30	34	28	6	1	1

* For each row base is the total sample (n = 222)

Question: If you were to be interviewed, how qualified would you consider a person in each of these positions to be, in terms of his or her ability to interview you? Use any number from 1 to 5 to answer, where a "1" means not qualified, and a "5" means best qualified.

V. OVERVIEW

It is clear that many nurses anticipate changing employment in the near future. As employers are seeking nurses, so nurses are seeking new employers. It is also clear that nurses prefer certain employment benefits over others and there are differences among nurses in who prefers what benefits. For instance, compared to those unlikely to change employment, more of those actively seeking new positions prefer opportunities for clinical advancement. Nurses know what they want in a <u>new</u> job and what they would avoid. Nurses also have clear preferences among alternative procedures for finding a new position: the sources of information most used; the information they want in ads; their preferences in how to respond to advertising and even the personnel by whom they prefer to be interviewed at the employer's organization.